



Hinckley & Bosworth  
Borough Council

HBBC

# Health, Safety and Welfare Management System

This document describes and explains how health and safety is managed within Hinckley and Bosworth Borough Council with the aim of reducing risk and promoting a culture of safety within its workforce.

Sophia Hands  
July 2020

# Health, Safety and Welfare Management System

---

## 1. Introduction

This Health & Safety Management System is intended to directly meet the requirements of the following legislation, regulations and guidance:

- Health & Safety at Work Act 1974
- Management of Health & Safety at Work Regulations 1999
- HSG65 Successful Health & Safety Management

It is designed to control and continually improve the management of health, safety and welfare across Hinckley and Bosworth Borough Council. The system requires the Council and its managers to Plan, Do, Check and Act on a continuing basis to ensure that it is controlling health and safety risk effectively. The key actions are detailed in Section 5.

## 2. Objectives

In order to support Hinckley and Bosworth Borough Council's [Corporate Plan](#), the values of which are Lead, Involve, Fair and Efficient, a number of objectives has been identified for managing health and safety as detailed below;

- Reduce the number of serious accidents (as defined by HSE)
- Reduce work related illness e.g. stress, musculoskeletal disorders
- Improve employee health, safety and welfare
- Improve the Council's health and safety culture
- Align health, safety and welfare objectives with the overall Council objectives
- Provide a healthy and safe environment for staff, visitors and contractors.
- Minimise loss in terms of staff time, insurance claims and other costs associated with work related injury or illness and maximise council efficiency and performance
- Develop the Health & Safety Management System to improve the control of risks to an acceptable level and ensure continuous improvement in health and safety performance
- Provide sufficient resources to enable the Council, its departments and their managers to comply with health and safety legislation and best practice
- Provide a framework for setting and reviewing occupational health, safety and welfare performance indicators.

## 3. Responsibilities

Specific responsibilities for health and safety are detailed in Section 3 of the Health & Safety Policy, which is available on the health and safety intranet.

## 4. Risk Management

Effective risk management is essential if the likelihood and impact of accidents are to be reduced. The Council recognises this and will include the following risks in its strategic risk register.

- a. Failure to embed a health and safety culture resulting in people adopting or continuing unsafe practices, increasing the risk of injury or fatality
- b. Failure to develop and maintain a safe and healthy workplace, resulting in injury or fatality
- c. Failure to consult with employees on health and safety, including dissemination of site specific health, safety and welfare information, increasing the risk of injury or fatality
- d. Failure to manage occupational health and work related safety resulting in increased absence e.g. work related stress, musculoskeletal disorders, repetitive strain injuries
- e. Failure to risk assess, manage and control activities, resulting in injury or fatality
- f. Failure to document, implement and follow safe systems of work, resulting in injury or fatality

## 5. Health, Safety and Welfare Management System

Detailed below are the actions and standards required to implement this system. Some of these actions were already be in place prior to this system being issued but are included here as they are an integral and on-going part of the system. Specific performance indicators for selected actions are detailed in section 6.

### PLAN

- a) Provide and document the Council Health, Safety and Welfare Management System.
- b) Adopt the principles contained in the HSE guidance HSG65 'Managing for Health & Safety' in the Health & Safety Management System.
- c) Establish written policies, standards and procedures and ensure they are reviewed periodically (annually as a minimum) to support and control the Health & Safety Management System in line with legislation
- d) Introduce risk control procedures that identify and effectively manage the risks faced by the Council.
- e) Adopt and embed appropriate safe systems of work to control any unavoidable risks to employees, temporary workers, contractors and visitors
- f) Develop and implement written health and safety action plans as part of the H&S Management review meeting process
- g) Produce SMART health, safety and welfare benchmarks and objectives annually as part of the Council strategy to promote continual improvement.
- h) Identify specific health and safety responsibilities, core competencies and compliance standards for health, safety and welfare.
- i) Identify health and safety responsibilities, competencies, hazards and controls associated with all activities across the Council.
- j) Ascertain mechanisms to encourage and engage employees to become involved with developing and delivering this strategy.
- k) Identify a wide range of stakeholders (employees, visitors, public and contractors) in order to communicate the strategy to promote the health, safety and welfare of all concerned.

- l) Develop a Business Continuity Plan

## DO

- a) Complete and record risk assessments that identify the key hazards and incorporate the necessary control measures to ensure safe working methods, inform training requirements/programmes and aid continual improvement
- b) Implement all health, safety and welfare policies and procedures
- c) Ensure that health and safety documents are properly issued and controlled
- d) Establish health and safety training and personal development programmes that are supported with an appraisal scheme to ensure all directors, managers and staff are competent in their duties
- e) Promote a positive health and safety culture which actively communicates health, safety and welfare information to directors, managers and staff
- f) Ensure that safe systems of work, risk assessments, hazard awareness and other health and safety information is conveyed through committed and open engagement
- g) Investigate incidents to determine the root causes and corrective actions required to prevent a reoccurrence. Focus will be given to efficiently 'close out' any non-conformances or corrective actions found as a result of an audit, inspection, assessment or incident investigation.
- h) Maintain all relevant health and safety records, and when required, ensure that statutory notifications are made to the HSE.
- i) Appoint competent staff to advise and monitor the implementation of the Health & Safety Management System.
- j) Establish consultation and communication mechanisms to encourage and engage employees, their health and safety representatives, and contractors.
- k) Communicate the strategy to all stakeholders
- l) Implement a written Business Continuity Plan

## CHECK

- a) Complete active and reactive monitoring, ensuring that key elements of the Health & Safety Management System are operating effectively. This involves on-going analysis of accident/near miss and absence data to determine statistical trends and planned health and safety inspections and audits
- b) Departments to carry out Director/ Manager led annual inspections focusing on specific health, safety and welfare issues within the workplace and any Council wide requirements/concerns
- c) Conduct an annual Safety Climate Survey to gauge the safety culture within the Council
- d) Benchmark the Council against national health, safety and welfare statistics for local government.
- e) Monitor the success and value for money of health and safety training given throughout the Council.
- f) Monitor, as appropriate to the risks presented, the health and safety performance of contractors who work on behalf of and for the Council.

- g) Conduct regular checks on emergency preparedness, ensuring that such tests are recorded and any lessons learnt are duly actioned including Business Continuity Incident Management Plans (BCIMP).

#### ACT

- a) Review health, safety and welfare performance against set benchmarks and SMART objectives which are set in the H&S Management review meetings.
- b) Review all risk assessments annually or sooner if there has been a significant change in the workplace/activity/legislation or following an accident or near miss.
- c) Produce an annual health and safety performance report to enable the SLT to understand the suitability, adequacy and effectiveness of its Health and Safety Management System.
- d) Review on a periodic basis all strategic risks.
- e) Review, at least annually, staff individual competency needs and their health and safety performance during the appraisal process.
- f) Communicate effectively the outcome of all such reviews.
- g) Agree performance benchmarks at the first H&S Management review meeting of the year to ensure continued improvement.
- h) Identify and publish the benefits of a positive health and safety culture and good performance.
- i) Identify areas that require development to contribute to continual improvement both in the short and long term.
- j) Encourage feedback, using mechanisms such as stakeholder questionnaires to periodically ask management and staff their views on how the Council is managing health, safety and welfare and thereby ensure they are able to input into a future strategy.
- k) Identify further improvements in terms of the overall vision of the Council, its leadership style, employee engagement and communication.

Guidance on the implementation of these performance standards is contained within the Health and Safety Manual, documentation posted on the Health and Safety Intranet or directly from the Health and Safety Officer.

## 6. Health, Safety and Welfare Performance Indicators

|    | Objectives                                | Benchmarks   | Steps to achieve   |
|----|---|--|--|
| 1. | Reduce the accident frequency rate        | <p>A measurement to be taken from the first two years to provide a benchmark for subsequent years.</p> <p>Following this, the Council can work towards a reduction in reported accidents. Figure to be reviewed annually with availability of further data.</p> <p>All actions arising from investigations completed within designated timeframes.</p>                 | <p>Accident reporting system to be reviewed to ensure accurate recording and investigation.</p> <p>Evidence of investigations and completion of actions arising.</p> <p>Analysis of annual /quarterly trends and patterns to determine future improvements</p> |
| 2. | Reduce the RIDDOR accident frequency rate | <p>A measurement to be taken from the first two years to provide a benchmark for subsequent years.</p> <p>Following this, the Council can work towards a reduction in reportable accidents and incidents. Figure to be reviewed annually with availability of further data.</p> <p>All actions arising from investigations completed within designated timeframes.</p> | <p>Accidents and incidents leading to RIDDOR reports thoroughly investigated with actions completed within designated timeframes.</p> <p>Analysis of annual /quarterly trends and patterns to determine future improvements</p>                                |

|    | Objectives   | Benchmarks  | Steps to achieve   |
|----|--|---|--|
| 3. | Improve the reporting ratio of near misses   | <p>A measurement to be taken from the first two years to provide a benchmark for subsequent years.</p> <p>Following this, the Council can work towards an increase in ratio of near misses to accidents. Figure to be reviewed annually with availability of further data.</p> <p>All actions arising from investigations completed within designated timeframes.</p> | <p>Incident and near miss reporting procedures to be reviewed and communicated to all employees.</p> <p>Evidence of investigations and completion of actions arising following reports. .</p> <p>Analysis of annual /quarterly trends and patterns to determine future improvements</p>  |
| 4. | Reduce rates of absence due to work related illness including stress, asthma, dermatitis, etc. | <p>A reduction of 10% of absence due to work related illness in the first year. Figure to be reviewed annually with availability of further data.</p>   | <p>Training review to be carried out by H&amp;S Officer with recommendations actioned..</p> <p>Risk assessments completed for teams and individuals that are exposed to work activities affecting long term health.</p> <p>HR Department to submit work related illness figures,</p> <p>Analysis of annual /quarterly trends and patterns to determine future improvements</p> |
| 5. | Improve the management of risk assessments, achieving minimum Council requirements             | <p>Completion of all required risk assessments. Risk Assessments to be accessible to and reviewed annually, with 100% signatories on new and reviewed risk assessments</p>  | <p>H&amp;S Officer to assist Managers in reviewing compliance and develop action plans to address any shortfall.</p> <p>Risk assessments reviewed at least annually.</p>   |

|    | Objectives   | Benchmarks   | Steps to achieve   |
|----|--|--|--|
| 6. | Safe Systems of Work (SSW) to be in place for all high risk activities | Completion of all required safe systems. Safe systems to be accessible to and reviewed annually, with 100% signatories on new and reviewed SSW | SSW to be developed by managers in high risk areas with assistance from the H&S Officer.<br><br>Managers to review compliance and develop action plan to address any shortfall.<br><br>SSW reviewed at least annually.   |
| 7. | Improve compliance level of training                                   | Achieve 100% completion  | H&S Officer to liaise with managers to develop training matrix identifying needs and implementation plan.<br><br>Managers to actively manage and take action on any non-compliance.<br><br>Managers returning Induction checklist issued by HR.<br><br>Completion of mandatory learning modules in Learning Academy. |

|    | Objectives                          | Benchmarks   | Steps to achieve  |
|----|-------------------------------------|--|---|
| 8. | Improve consultation with employees | <p>100% in consideration/completion of concerns/issues raised by employees from or by Union Rep, H&amp;S meetings, toolbox talks, etc.</p> <p>H&amp;S is an agenda item on all meetings.</p> | <p>Agreement between Council and Trade Unions regarding consultation is communicated effectively to all employees.</p> <p>Documentation of suggestions/issues raised by employees and details of any resolution and/or action taken.</p> <p><b>Communication:</b></p> <ul style="list-style-type: none"> <li>• H&amp;S Issues &amp; suggestion Box at each site.</li> <li>• Publication of Safety rep details.</li> <li>• Ensure all Trade Union Safety Representative and their managers have details of H&amp;S meetings, H&amp;S Inspections and accident investigations.</li> </ul> <p><b>Involvement:</b> Representatives are to be included in H&amp;S inspections, accident investigations, etc.</p> |

|     | Objectives  | Benchmarks  | Steps to achieve  |
|-----|---|---|---|
| 9.  | Develop and implement an annual plan of H&S audit and inspection.                                       | Achieve 100% completion with 100% of recommendations and actions completed within predetermined timeframe, or where actions cannot reasonably be completed, a plan to mitigate and manage the risks has been implemented in the interim period. | <p>Develop and implement an initial audit and inspection plan for the first year to include all sites, followed by a plan for the next three years. Frequency of visits to be determined by risk rating.</p> <p>Recommendations and actions logged with completion or management of risks.</p> <p>Progress monitored and reported to SLT quarterly.</p> |
| 10. | Complete actions or effectively manage all H&S risks identified in the Council/Department risk register | Evidence of controls in place to eliminate or reduce risks identified in risk register.   | <p>Monitored through inspections and audits with evidence of:</p> <ul style="list-style-type: none"> <li>• Any instances of good practise shared with other departments.</li> <li>• Any actions to improve control given deadlines and followed up.</li> </ul>  |
| 11. | Improve the management of contractors   | Ad-hoc compliance checks by H&S Officer/ manager/ supervisors.  | <p>Develop and implement contractor management arrangements and set up monitoring of contractors.</p> <p>At least 10% of contractor visits to be checked for compliance</p> <p>Non-compliance addressed.</p>  |

|     | Objectives   | Benchmarks   | Steps to achieve  |
|-----|--|--|---|
| 12. | Carry out an initial Safety Climate Survey, followed annually, sharing the results with employees. | <p>Of the responses received:</p> <ul style="list-style-type: none"> <li>• 75% positive responses.</li> <li>• Action is identified to further improve health, safety and welfare of Council employees and visitors.</li> </ul> | <p>Analysis of responses</p> <p>Sharing of results with employees</p> |

## 7. References:

Corporate Plan - <https://www.hinckley-bosworth.gov.uk/corporateplan>

Although HSE wrote their strategy and plans aimed at 2012-2015, the standards as laid out within the documents remain as relevant in the workplace today.

HSE – Strategy '[Helping Britain Work Well](#)'

HSE – Health and Work Strategy 'Work Related Stress'

<http://www.hse.gov.uk/aboutus/strategiesandplans/health-and-work-strategy/work-related-stress.pdf>

HSE Sector Plans for health and safety in

- [Waste and recycling](#)
- [Public services](#)
- [Film, broadcasting, theatre and events](#)
- [Sports and Leisure](#)

HSE – [HSG65](#) 'Managing for Health and Safety'

HSE – [INDG417](#) 'Leading Health and Safety at Work' (joint publication with the Institute of Directors)